MISSOURI STATE LIBRARY

SEP 15 1998 604

DEPOSITORY DOCUMENT

JTPA Annual Report

1996

Missouri Job Training Partnership



Mel Carnahan Governor

DIVISION OF JOB DEVELOPMENT & TRAINING

Joseph L. Driskill Director

> Julie Gibson Director

P.O. Box 1087 Jefferson City, Missouri 65102-1087 (573) 751-4750 Fax (573) 751-6765

July 23, 1998

The Honorable Mel Carnahan Governor, State of Missouri Executive Office State Capitol, Room 216 Jefferson City, Missouri 65101

Dear Governor Carnahan:

On behalf of the Missouri Training and Employment Council, I am pleased to present the annual performance report of the Job Training Partnership Act (JTPA) programs in Missouri. The report covers the period of July 1, 1996 through June 30, 1997. It highlights Missouri's continued efforts in a changing economic and political environment.

As noted in the report, MTEC is heavily involved in evaluating the Outcomes for the Workforce Development system. The JTPA programs are incorporating this evaluation into their accountability measures. This continued evaluation will yield results which are quantifiable and will more easily delineate areas for needed improvement.

The implementation of the One-Stop Career Center system is progressing with the help of our state and local partners. The Council has also provided support in the collaborative efforts to continue the school-to-work implementation grant.

The Missouri Training and Employment Council looks forward to working with you to continue to provide a prepared workforce and growth in economic opportunities for Missouri and its citizens.

Sincerely,

J. Michael Pulliam
Acting Director

TABLE OF CONTENTS

Letter to the Crovernor	
Executive Summary	1
Outcome Measures Initiatives	5
JTPA Programs in Missouri	6
SDA Innovations	19
Performance Measurement in Missouri	22
Overview of JTPA in Missouri	23
JTPA and Other Federal Funding in Missouri	26
JTPA Alumni Award Winners	28
Governor's Recognition for Excellence	31
Missouri Training and Employment Council Activities Summary	33
Missouri Training and Employment Council Membership	34
Abbreviations	
Acknowledgments	

EXECUTIVE SUMMARY

Systemic reform, collaborative teamwork, and measurable outcomes have been the foremost focus in workforce development. These, coupled with Missouri's unprecedented economic growth over the past four years, have forced Missouri to respond creatively to the challenge of providing high quality services to its customers. Program Year 1996 (July 1, 1996 through June 30, 1997) has been a year of changes and reevaluation of the way services are provided to its citizens.

Outcome Measures

- The Governor has set four outcome measures for the entire workforce development system. They are:
 - Number of people who obtained iobs;
 - Number of people who moved to a higher wage job;
 - Number of people who obtained jobs and are still employed somewhere after 3, 6, 9, 12, and 24 months;
 - Number of people who moved from below poverty level to above.
- Continuous improvement targets are recommended by MTEC for each measure.

JTPA Performance Standards

 Missouri exceeded all six nationally mandated JTPA Title II adult and youth performance standards.

- ★ Ten of the fifteen SDAs in Missouri met or exceeded all six of the performance standards. This extended a five year trend in which over half of the Missouri SDAs met all six standards.
- ♦ Statewide, the average percent exceeded has been at least 20% on the six standards for the past five program years. In PY'92 the overall average percent exceeded was by 21%. For PY'96 it was exceeded by 23%.
- Missouri also exceeded the two nationally mandated Title III dislocated worker performance standards for the eighth year.

Funding

- ◆ Total resources available in
 PY'96 were \$68,785,349 of
 which \$38,441,943 were
 allocated to the SDAs under
 Titles II-A (Adults), II-B (Summer
 Youth), II-C (Youth) and III
 (Dislocated Workers).
- ♠ In addition, there are other federal and state funding sources administered by the Division, often through the SDAs. These funds are generally targeted for specific customers and/or services.

JTPA Adult Programs (Title II-A)

- ♦ In PY'96, 5,618 economically disadvantaged adults were served with 2,130 completing an activity. Of those completing, 94% were placed in jobs.
- Over three-fifths of the adults served received occupational and/or basic skills training either in the classroom or on the job.
- ◆ The Experienced Worker Program, a program for those age 55 and over, served 331 - of which 61% entered employment with an average hourly wage of \$6.24.

JTPA Youth Program (Titles II-B and II-C)

- ♦ In PY'96, 5,008 economically disadvantaged youth were served in the Summer Program (II-B). The majority participated in work experience but 60% were also enrolled in educational activities.
- ♦ In the year round youth program (Title II-C), 1,975 economically disadvantaged youth were served with 896 completing - of which 73% were placed in jobs.

JTPA Worker Reentry Program and Rapid Response Programs

- ♦ Worker Reentry and Rapid Response Programs serve workers who are laid off because of business closures or cutbacks and are not likely to return to their previous industry or occupation.
- ◆ The Division, through its 15 substate grantees, served 6,123 laid-off workers excluding special grants.
- Of the laid-off workers completing the program, 80% secured employment at an average hourly wage of \$9.38.
- In recent years, Missouri has become one of the leading states in the nation at applying for and successfully obtaining additional JTPA Title III discretionary grant funds to provide training and reemployment assistance for workers permanently laid off.

Altogether the Division had 12 active Title III discretionary grants for workers laid off from the following companies. Lee Apparel (St. Joseph), ATCOM (St. Louis), National Super Markets (St. Louis), Armour Swift Eckrich, TransWorld Airlines, Berg Electronics, Union Camp Corporation (all Kansas City), Thomas Hill Mines (Thomas Hill), Silvey Insurance Company (Columbia), and Data Storm Technology (Columbia).

In addition to discretionary grants, the Division maintains a separate program to assist workers laid off as a result of normal business activity. During PY'96, the State's Rapid Response Team worked with 85 companies and conducted 285 on-site meetings with employers, unions, and workers.

Missouri Youth Service and Conservation Corps

- Missouri is one of several states which provides funding for young people to participate in community betterment activities. This continues a movement of service dating back to the Civilian Conservation Corps of the 1930s.
- ♦ The Missouri Youth Service and Conservation Corps is in its fifth year, and 87 youth were enrolled during PY'96.
- They helped repair and restore public facilities, county roads, and rehabilitate wildlife habitats among other community services.

Missouri Job Development Fund (MJDF)

♦ In PY'96, MJDF through the Customized Training Program provided assistance to a record number 260 companies, training 6,460 workers in new jobs, and retraining 15,016 current workers.

- Customized training provided assistance to a variety of industries, including electrical and electronic equipment manufacturers; communication; printers and publishers; business services; and food processors.
- ◆ Task Oriented Training, a service available through MCTP, helped provide assistance to 23 companies.

Community College New Jobs Training Program

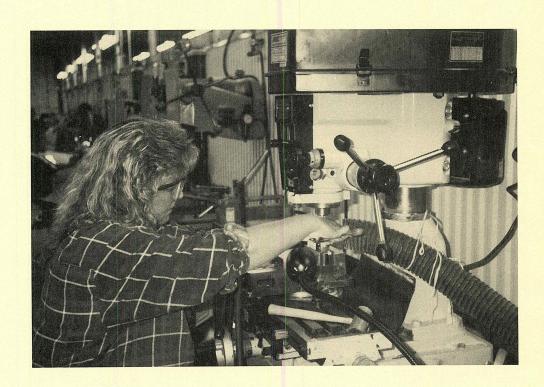
- ♦ The New Jobs Training Program (NJTP) has become a key ingredient in economic development efforts to attract and expand industry in Missouri.
- ★ The program was a key factor in several companies' decisions to expand in Missouri, such as Harmon Electronics.
- ♦ In PY'96, there were 12 new projects which created 2,170 new jobs.

One-Stop Career Centers

- Twenty-five full-service sites operational with Internet-based network for customers.
- Self-service tools include job search, labor market information, and job linkage.

- Perhaps most importantly, Missouri's One-Stop initiative demonstrates how several state departments, in conjunction with local service providers, can work together to provide a wider range of services to our customers.
- JDT involvement in several initiatives including a voucher pilot and UI profiling benefits.
- Responded to the TANF case management Request for Proposal to assist in the implementation of welfare reform.

Each year, at the Missouri Training and Employment Council's Annual Conference, the Governor's Special Recognition for Excellence is presented for outstanding performance in the workforce development system. In addition to recognizing programs, 15 former participants are recognized for their achievements. These individual stories of courage, hard work and dedication to a goal bring into focus the real purpose of JTPA and help rejuvenate the entire workforce development system.



WORKFORCE DEVELOPMENT SYSTEM OUTCOME MEASURES INITIATIVES

Governor Carnahan addressed the Missouri Training and Employment Council's Planning Committee on February 20, 1997. During that address, he directed MTEC to develop outcome measures and targets to assess the effectiveness of Missouri's Workforce Development System. This marked a fundamental shift in the method used to evaluate workforce development programs' effectiveness.

Previous measures of success included completion of training, graduation from a program, or other similar measures. The system counted people served in various activities and tracked whether or not they were successful in that activity. Although some programs counted the number of people who got a job or the wage earned, this information was accumulated separately for each program and often resulted in the same person being counted multiple times. The Governor wanted a true picture of the number of people assisted through the workforce development system who actually were successful in getting a job.

To meet this need, the MTEC Planning Committee established the following outcome measures for people who received any type of assistance through the workforce development system:

The number of people who obtained jobs;

- The number of people who obtained jobs and are still employed somewhere, after 3, 6, 9, 12, and 24 months:
- The number of people who moved to a higher wage job;
- The number of people who moved from below the poverty line to above the poverty line; and,
- Return on investment.

Through a collaborative effort of the five state partner agencies, the University of Missouri's Department of Economics began the work of aggregating and analyzing information from the entire system. For the first time, data was collected that showed how many Missourians who had used the workforce development system got a job, remain employed, got a job at a higher (better) wage, and moved above the poverty line.

The MTEC will now be using this data to set targets for future years' performance as Governor Carnahan requested. As the project proceeds, information will be available to assist MTEC in evaluating the effectiveness of different approaches to assist individuals obtain employment. Also, the University of Missouri project will develop a return on investment model that will show the benefit to individuals and to Missouri of the workforce development system.

JTPA PROGRAMS IN MISSOURI

Adult and Youth Training Program (Titles II-A and II-C)

JTPA authorizes training activities designed to help economically disadvantaged adults and youth obtain and retain employment. The Division works with and allocates funds by formula to 15 SDAs which constitute the primary delivery units for the JTPA programs.

Through the locally administered year-round training program, 7,593 economically disadvantaged adults and youth were served in Program Year 1996. Of those served, 5,618 were adult participants and 1,975 were youth. Adults completing the program totaled 2,130 and youth totaled 896, of which 94% of the adults and 73% of the youth were placed in a job.

An array of JTPA services provide participants with the opportunity to become a part of Missouri's economic future. Types of services may include:

- Assessment and counseling;
- Basic skills and remedial training;
- Classroom occupational skill training;
- ~ On-the-job training;
- Training customized to specific employers;
- Job search assistance;
- ~ Work experience; and
- Job readiness skills training.

As the chart indicates, the Adult and Youth Training Program successfully served Missourians with special needs.

PARTICIPANT CHARACTERISTICS

	Adult	Youth
Female	75%	61%
Minority	34%	32%
Dropout	17%	38%
AFDC Recipient	40%	27%
Food Stamp Recipient	73%	49%
Single Parent	57%	30%
Reads Below 9th	16%	31%
Grade Level		

Summer Youth Employment Program (Title II-B)

The Summer Youth Employment
Program provided meaningful work
experience to economically
disadvantaged youth age 14-21. During
the summer months, youth are given an
opportunity to improve their academic
skills, learn more about the world of
work, gain maturity, and earn income.

At summer's end, most participants returned to school, while others found jobs or enrolled in the year-round training activities. In Program Year 1996, 5,008 youth were served, of which 60% were in educational activities. As the chart indicates, the Summer Youth Program was a success in PY'96.

PARTICIPANT	CHARACTERISTICS
Female	48%
N 4:: 1	450/

Minority 45%
Full-Time Student 90%
Single Parent 2%

Targeted Education Programs (Titles II-A and II-C 8%)

Through a contract with the Department of Elementary and Secondary Education, the Division provided over \$1.1 million to promote coordination and improve the services in a variety of educational projects. Recognition that over half of the high school students do not continue their education after graduation provided the impetus to develop a flexible initiative to combine school and work experience.

Nine projects in eight SDAs helped keep youth in school, earning credit toward graduation; building self-confidence; and practicing employability skills. These projects continued to strengthen and enhance linkages with local education agencies, Administrative Entities, PICs, and communities.

The Missouri Women's Council concentrated its three 8% projects on providing nontraditional workforce preparation training and support services for women. The chart summarizes the Targeted Education Program's success in PY'96.

PROGRAM OUTCOMES

Number received assistance/training	334
Placed in job	58
Remained/returned to school	265

Experienced Worker Program (Title II-A 5%)

The Missouri Experienced Worker Program (EWP) provides training and job placement assistance to individuals age 55 and over who meet income eligibility criteria. Participants are helped to address specific employment barriers which often prevent them from gaining new skills. Statewide, services include job search assistance, part-time or full-time OJT, and referral to vocational training. Employers benefit from hiring a mature employee who knows what is expected to succeed in a job.

The Division is an active member of the Missouri Senior Employment Coordinating Committee which assists in the coordination of EWP services including services provided by the Missouri Division of Aging and the Title V Senior Community Services Employment Program.

The chart summarizes the Experienced Worker Program in PY'96.

PROGRAM OUTCOMES

Total Participants	331
Placement Rate	61%
Placement Wage	\$6.24

Rapid Response and Worker Reentry Program (Title III)

Rapid Response and Worker Reentry Programs serve laid-off workers who are not likely to return to their previous industry or occupation due to business closures or cutbacks. Rapid Response services begin when the state dislocated worker contacts a company prior to layoff. Meetings are scheduled with the company, union officials, and affected workers. At these meetings, state and local staff provide information regarding programs and services designed to lessen the impact of a layoff and help return affected workers to productive employment. Other agencies which assist JDT staff in Rapid Response include the Department of Economic Development, Division of Employment Security, University of Missouri Extension, AFL-CIO State Labor Council, and local Work Connections Career Centers.

Worker Reentry Program (WRP) services include assessment and testing, job search assistance classes, career counseling, supportive services, classroom occupational, and on-the-job training.

The following chart summarizes the Worker Reentry Program and Rapid Response activities for PY'96.

PROGRAM OUTCOMES

Number of laid-off workers ser	ved 6,123
Amount of funds available	\$10,320,370
Completion percentage	80%
Average hourly wage	\$9.38

Missouri provided several special grants in PY'96 to assist dislocated workers as follows.

An additional \$10,184,151 of JTPA Title III National Reserve Account discretionary funds were secured to serve 3,014 workers laid off at U.S. Army Aviation and Troop Command and National Super Markets, Inc. in St. Louis; Lee Apparel in St. Joseph; Armour Swift Eckrich, TransWorld Airlines, Berg Electronics, Union Camp Corporation, Western Auto, and Olin Corporation in Kansas City: Thomas Hill Mines in Thomas Hill; Silvey Insurance Company and Data Storm Technology in Columbia.

The Title III Governor's Reserve Funds (40%) provided training and rapid response services in PY'96 as follows.

- Approximately \$752,000 of Governor's 40% funds were used to enroll 624 laid-off workers in vocational training and education classes.
- The Division's Rapid Response
 Team assisted 85 companies that
 laid off more than 50 workers
 each. A total of 285 Rapid
 Response meetings were held for
 more that 12,257 dislocated
 workers.
- ◆ Approximately \$2,400,000 in Governor's 40% funds were provided to local SDAs to develop Career Centers in the movement toward a One-Stop Employment and Training System.

Missouri Worker Profiling System

The Missouri Worker Profiling and Reemployment Services System (WPRS) electronically links local Employment Security offices, Title III service providers, and the Unemployment Insurance (UI) system.

The Worker Profiling System identifies workers likely to exhaust UI benefits before finding new employment and refers them for additional reemployment services. During PY'96, 3,981 workers reported for additional basic readjustment services through the WRPS system.

This linkage of service providers was enhanced in PY'96 by the purchase and installation of computer equipment from a special U.S. DOL grant of \$1,291,721. These funds provided 186 personal computers and 21 printers in Employment Security offices and 116 computers and 60 printers in the JTPA Title III career centers. This equipment provides the profiled workers with access to self-help services (such as resume preparation, America's Job Bank and Missouri Works) as well as links the service providers.

Increased dislocations from trade impacted companies have identified the need to further develop a system that integrates and coordinates Title III and NAFTA/TAA services. A Title III Dual Enrollment Grant was received for \$1,218,000 to develop this system.

These grant funds will provide staff cross-training, develop joint intake, assessment and tracking tools, and

provide the trade impacted workers with services not currently available through NAFTA/TAA. This grant is projected to serve 1,500 workers during its 18 month operating period.

Missouri Youth Service and Conservation Corps

The Missouri Youth Service and Conservation Corps (MYSCC) continued project activity centered around two specific objectives: 1) Ongoing recovery from the flood of 1995; and 2) assisting Missouri's State Parks to comply with the American Disabilities Act requirements. Activities include:

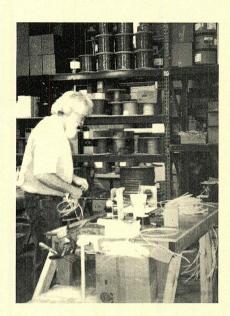
- Repair, restoration, and maintenance of public facilities and amenities;
- County road improvement;
- Assisting the home bound and needy; and
- Soil conservation and rehabilitation of wildlife habitats.

The Division of Job Development and Training administers MYSCC, with local delivery provided through eligible project sponsors including the Administrative Entities/Private Industry Councils. In PY'96, funding was provided through local JTPA funding, state discretionary grants, other federal dollars, and contributions from state agencies including the Departments of Natural Resources and Conservation. JDT approved five MYSCC projects with the PIC/AEs in SDAs 1,4, 8, 9, and 14 during PY'96.

The chart summarizes information for the Missouri Youth Service and Conservation Corps for PY'96.

PROGRAM OUTCOMES

Number Corps members served	87
Number entered employment	29
Average wage per hour	\$5.54
Total number completing program	42



Missouri Veterans Preference Law

The Missouri's Veterans Preference Law (RSMo 285.235 and 285.237) requires any federally funded employment and training program include a priority system when providing services to veterans. The legislation also states that qualified applications shall be referred to job openings and training in the following priority:

- 1. Special disabled veterans;
- 2. Target-specific veterans;
- 3. All other veterans:
- 4. Other eligible persons;
- 5. Non-veterans.

For PY'96, the chart is a breakdown of veterans and other eligible persons serviced by the Division of Job Development and Training in all of its fully or partially federally funded programs.

	Special	Targeted	All Other	Other	Non-
	Disabled	Specific	Veterans	Eligibles	veterans
Total Participants	13	924	956	59	16,297
Total Terminations	7	541	613	32	10,577
Entered Unsubsidized					
Employment	4	453	459	24	6,984
Total Activities*	29	2,324	2,249	141	41,304
Classroom-Occupational					
Training	4	364	394	26	6,995
On-the-Job Training	0	23	74	6	803
Other Educational Trng	3	64	82	2	2,755
Job Search Activities	6	345	249	15	3,887
Work Experience	0	3	3	0	761
Other	25	2,337	2,134	129	36,476

^{*} The same veteran or eligible person may be enrolled in more than one activity.

Missouri Job Development Fund (MJDF)

The Missouri Job Development Fund, through the Customized Training Program, provides assistance to train eligible persons for newly created jobs with new and expanding business. This program also helps retain existing Missouri jobs through the retraining of workers made necessary by new capital investments.

Customized training includes classroom training, on-the-job training, and task oriented profiling. Training can be provided by a private institution, an area vocational/ technical school, community college, training vendor, or an employer's internal trainer.

In PY'96, \$11,075,000 was available through the Missouri Job Development Fund (MJDF) to provide flexible, employer-specific training. The Department of Elementary and Secondary Education (DESE) provides an additional \$5 million for classroom training.

In Program Year 1996:

- Task Oriented Training (TOT) was provided to 23 companies.
- ♦ Through the MJDF, the Division helped train 6,460 Missourians for newly created jobs, and retrain 15,016 Missourians so they could retain their current employment.
- The Division funded 259 customized training projects with Missouri employers to train 21,476

- workers in on-the-job and classroom skill training activities. MJDF funds were used exclusively for these projects.
- ♦ In addition, 37,310 participants were served by DESE in classroom skill training for 192 employers using funds earmarked for customized training.
- ♦ The Division and DESE jointly funded 128 projects.
- Customized training provided assistance to a variety of industries, including electrical and electronic equipment manufacturers, communication, printers and publishers, business services, and food processors.

New Jobs Training Program

The New Jobs Training Program also offers state assistance to companies to train workers in newly created jobs in Missouri. The training assistance is funded through certificates which are repaid by a portion of the newly created jobs' state employer withholding tax.

Training provided through the New Jobs Training Program includes adult basic education, classroom skill training, skill assessment, pre-employment training, vendor training, on-the-job training, and other training related activities.

The Department of Economic Development and JDT work with the community colleges to market the program, and JDT reviews program applications for approval.

PY'96 saw 12 new projects resulting in 2,170 new jobs being created. This brings the total number of projects statewide to 34 with an average wage rate of \$12.60 per hour.

Mandatory Employment and Training Programs

Through a contractual agreement with the Missouri Division of Family Services (DFS), \$250,000 was provided by the U.S. Department of Agriculture (USDA) to enhance accessibility to employment and training services for Mandatory Employment and Training Program (METP) eligible Food Stamp recipients.

Nine SDAs provided services in both rural and metropolitan areas. Services ranged from on-the-job training, classroom skill training, and job search assistance.

In PY'96, 330 food stamp recipients enrolled in METP with 173 getting jobs.

Junior Staff Program

The Junior Staff Program is a coordinated youth training program between the Missouri Division of Youth Services (DYS), JDT, and local PICs. The program funded 113 youth at DYS residential facilities and was implemented locally by JTPA AEs, service providers, and DYS staff.

Youth participating in the Junior Staff program are provided supervised work experience at the residential facility and

also serve as peer mentors. Students can also be placed at public not-for-profit community organizations or enrolled, after assessment, into JTPA funded educational and training programs.

Follow-Up

To monitor the quality of job placement and the success of participants, telephone follow-up contacts were made to adult participants 13 weeks after completing their Title II or Title III locally funded JTPA program.

The survey results indicated that most jobs were full-time with paid benefits, a good indicator of labor force participation and job quality. The results of the telephone survey are indicated in the following chart:

<u>ITEM</u>	TOTAL
Total Surveyed:	5,994
- Worked 13th Week:	4,193(70%)
- Did Not Work 13th Week:	1 801(30%)

During PY'97, a system of matching unemployment insurance records with JTPA records will replace the current follow-up system, and should acquire a larger base of information.

Nontraditional Employment for Women

The JTPA requires special targeting to provide wider opportunities to train and retain women in nontraditional fields and to maximize federal resources to

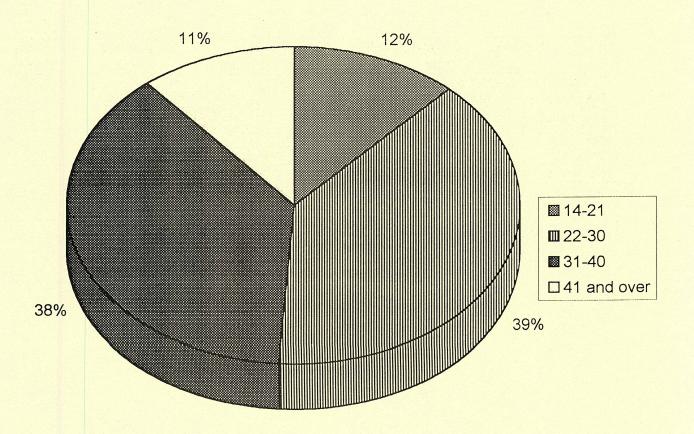
train and place women in nontraditional employment.

"Nontraditional employment" refers to occupations where women comprise less than 25% of the occupation's workforce. Employment in traditionally male occupations often leads to higher wages, improved job security, and better long-range opportunities.

The Division worked with the Missouri Women's Council to implement programs in coordination with the PICs.

In PY'96, 131 women participated in training in nontraditional occupations using Title II funds. Seventy-seven percent (77%) of the women were between the ages of 22 and 40, and 14% were minorities. By the end of PY'96, 71 had terminated to employment in a training related field. The wages at employment ranged from \$4.25 to \$15.00 per hour for an average of \$7.49 per hour.

Nontraditional Participants by Age



Nontraditional Training by Occupation

Job Title Categories	Number	Percent
Production, Construction, Operating,		
Maintenance, and Material Handling	34	26%
Professional and Technical	25	19%
Machinists	39	30%
Service	14	11%
Educators, Arts, and Health Related	9	7%
Business and Administrative Support	8	6%
Agriculture, Forestry, Fishing and Related	2	1%

TERMINATED TO EMPLOYMENT		Placement	Retained
Job Title Categories	Number	Wage	13th Week
Production, Construction, Operating,			
Maintenance, and Material Handling	19	\$5.90 - \$11.03	1
Professional and Technical	5	\$4.75 - \$14.40	2
Machinists	32	\$5.00 - \$15.00	6
Service	6	\$4.25 - \$5.73	1
Business and Administrative Support	5	\$4.75 - \$10.00	1
Agriculture, Forestry, Fishing and Related	1	\$6.00	0
Occupations			
Sales and Related Occupations	3	\$4.75 - \$5.25	0

Missouri Training Institute -Job Training Professional Development

The Missouri Training Institute (MTI) is JTPA-funded through a contract with the Missouri Division of Job Development and Training. A part of the University of Missouri-Columbia College of Business and Public Administration and the University Extension Division, MTI provides training and professional development services to Missouri's workforce development system.

Some of the services provided by MTI during PY'96 were:

- Over 3,400 professionals attended workshops on technical assistance and information sharing on job development, counseling, case management, supervision, employment and training administration, marketing, and customer focus.
- ♠ A One-Stop Grant received through the U.S. Department of Labor allowed expansion of MTI services to Employment Security, FUTURES, and the Department of Elementary and Secondary Education partner agency's staff.
- ♠ MTI and JDT received a U.S. Department of Labor Contract to develop a series of multi-media based training modules. The modules are based on DOL Technical Assistance Guides covering a variety of topics. These included modules on case

- management, assessment, and NAFTA. A fifth on targeting, outreach, and recruitment will be released in early PY'97.
- → MTI's Staff Development Resources Center provides a lending library of videos, books, training manuals, and other materials available to the workforce development partners.
- ◆ Annual Governor's Employment and Training Conference attracted nearly 1,000 staff, PIC members, and others involved in job training in Missouri. The event offered nearly 40 workshops involving more than 70 speakers from around the country.
- ♦ A Professional Development grant received from U.S. DOL allowed peer-to-peer consultation with other states to assist in their professional capacity building.

Missouri WINS Implementation

Full-Service Sites

Missouri's original One-Stop implementation plan was based on the "charter" site selection criteria for initial implementation in five major Labor Market Areas, each expected to establish two full-service sites. Early in 1996, the non-competitive approach was modified in favor of a competitive one. This involved site operators within each area to develop a Business Plan which would be evaluated in order to

designate local full-service and satellite sites.

This implementation change dramatically and positively impacted planning and budgeting for system development. Instead of the five initial areas, the process included 14 areas from inception. Each area proposed at least two full-service sites.

The development of more sites created flexibility at the local level for their location, and diversified the actual statewide network of partner agencies.

Originally, the plan was to establish at least two-full service sites in 10 areas for a total of 20 the first year, and at least two in five additional areas the second year for a total of 30 full-service sites. October 1997 marks the completion of year two, and plans are in place to meet this 30 site threshold.

The establishment of 25 operational full-service sites has already been completed. With equipment installations completed by early PY'97, as planned, the state will have developed 30 full-service sites. Moreover, the eventual establishment of 41 full-services sites is planned upon achieving equipment installations based upon approved Business Plans.

The System as Network is Operational

The Missouri WINS system has established an Internet-based network of customer access points at 25 sites.

At the operational sites, customers have access to a wide array of self-service job search tools, including the Internet,

career and labor market information, information about job openings, educational inventories and supportive services. Each site has established a customer resource area or room and the development and enhancement of customer resources is an ongoing process.

Each site also provides customer access to eligibility screenings, career counseling assistance including career assessment and testing, career planning and referral assistance. All sites are committed to working toward service delivery to a universal customer base of individuals, employers, economic developers, and front-line staff. Universal access to customer choice is operational and expanding.

School to Career

The National School-to-Work Office approved Missouri's Community Careers System Implementation plan on December 13, 1996. The implementation award is for a total of \$23.7 million over five years. The first year's grant is \$4.6 million and the first round of local contracts was awarded to 18 local partnerships on July 1, 1997 for approximately \$2.6 million. There are also 14 regional partnerships awarded contracts on May 1, 1997. These regional partnerships geographically mirror the JTPA Service delivery areas. They are to help oversee the School-to-Work initiative and provide technical assistance to the local partnerships in their regions.

Missouri's Community Careers System provides School-to-Work services to interested students and learners

through school-based and work-based learning activities. Connecting activities help to bridge these services and integrate them with other services.

Systemic delivery of this initiative is provided: 1) at the State level, through the interagency School-to-Work Management Team; 2) in each of the Labor Market Areas, through their regional partnerships; and 3) at the local level through partnerships which bring together parents, students, businesses, education, representation of the overall workforce development efforts, social and community service providers and other interested parties.

Local partnerships provide the "hands on" delivery of Missouri's Community Careers System for the student/learner populations. Students and their parents are provided with objective information about career options, educational opportunities, and the student's interests. Students will be exposed earlier in their schooling to the market demand for various skills, and learn about career opportunities in their areas of interest so they can make wise education choices. Students leave high school prepared for the future, whether it is a job, technical training, or post-secondary education.

School-to-Work also give students first-hand knowledge of the skills they need to prepare themselves for the adult world of work. Using work-based experiences during their education years allows them to explore all aspects of an industry and learn about many different careers.



Vouchers

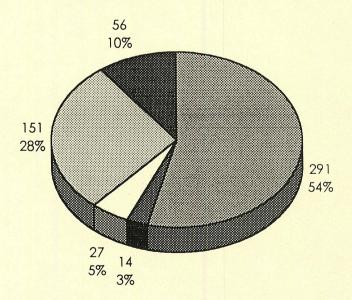
JDT is sponsoring a pilot voucher training program which is centered on providing great customer satisfaction concerning the use of funds available to people enrolled in training activities through the Job Training Partnership Act and/or the Trade Adjustment Assistance Act. People have an opportunity to chose activities that best fit their needs and are offered a training voucher which issued to pay for reemployment services. The cost of activities are deducted from the voucher when participants use the voucher to pay for training services. Participants may use the voucher to pay for tuition and other services designed to get them back to work in a job they enjoy.

Temporary Assistance for Needy Families (TANF)

With the implementation of the TANF Act, the JTPA system saw a need to increase our services to the welfare population. During PY'96, the JTPA system served 929 FUTURES recipients and placed 291 in employment.

The system responded to a request for proposal to provide case management to the TANF population.

FUTURES OUTCOMES PROGRAM YEAR 1996



- **OBTAINED A JOB**
- TRANSPORTATION/MEDICAL PROBLEMS/FAMILY CARE/LAIDOFF
- □ ENTERED SCHOOL/ADULT SKILLS/COMPLETED MAJOR LEV ED
- MADMINISTRATIVE SEPARATION/OTHER/INSTITUTIONALIZED
- MOVED FROM AREA/REFUSED TO CONTINUE/UNKNOWN

SDA INNOVATIONS

MOBILE LEARNING LAB

The Central Ozarks Private Industry Council (COPIC) Work Connections mobile computer learning lab has been traveling SDA 9's 11-county area for the past several months, offering hands-on basic computer training to the public. The mobile lab is a state-of-the-art 12-station computer lab in a 34-foot motor home with ADA accessibility.

Its first public excursions were to offer a one-day "Introduction to Windows '95" course in over 25 communities. For a modest fee, approximately 50 individuals participated. The lab traveled several hundred miles to different towns almost daily throughout a two-month period.

The same course was offered for two more months and over 100 individuals participated, with several class dates being filled to capacity.

The majority of the students were "computer novices" and more than half were senior citizens. Initial apprehension usually gave way eager, positive learning about micro computer basics.

The mobile lab was an important part of the Summer Youth Employment Program (SYEP). The participating youths were able to develop a professional resume and cover letter.

The mobile lab also will be used for Title III Rapid Response activities.

Participants can access educational and training-related activities such as resume and cover letter development during Career Connections workshops conducted by our Rapid Response Coordinator.

SDA 9 envisions a very bright future for the mobile lab's use. Contracts for service activities are planned with various employers and agencies. When the lab does not have a contract for service, it will be on location at our various field offices as requests are made and a need is demonstrated.

AVENUES OF SUCCESS

The Avenues of Success project is a joint effort between Division of Family Services/FUTURES and SDA 10 Work Connections/JTPA. JTPA and FUTURES staff and participants needed to combine efforts for classes on basic life skills, general occupations. education, pre-employment, job specific skills, and job search. This approach would benefit the local customers in achieving their personal success. In PY'96, four classes were scheduled in Texas and Wright counties. These classes, now a part of our yearly scheduled activities, are known as Avenues of Success classes.

The Avenues of Success classes encourage participants to explore and implement the basic life skills necessary to establish and achieve career/life goals. It serves as an integral program

component for the transition into and successful completion of education and/or job specific skills training. Keeping the job is often just as difficult as getting the job. Topics included are: rights and personal responsibilities, self-esteem building, problem solving, personal grooming, and self evaluation. We are planning to add classes on work ethics and employer/employee work relationships.

The Avenues of Success project has strengthened the working relationship between Division of Family Services/FUTURES and SDA 10 Work Connections staff, and we are looking at extending these services to serve customers in other rural counties.

SDA 1 TEAM PROVIDES QUALITY SERVICES

SDA 1 Interagency Team has been hard at work in PY'96. Their efforts have been enhanced by the effective and cooperative leadership of Co-Facilitators Betty Trimble (JTPA) and Ron Fuller (DES). These leaders remained focused on the goal of quality services to our customers through collaboration. Their clarity of purpose was instructive and inspiring to the entire interagency team throughout SDA 1. The result of their leadership has been a tenacious and persistent interagency team committed to the One-Stop System.

An early realization by the Team was the need for multiple and varied offerings at each monthly training session, so all partner staff could attend without jeopardizing the effective operation of the One-Stop Centers.
Consistent attention to the identification and provision of appropriate and accessible training has truly built the capacity of the entire staff and Team in SDA 1.

Three full-service Workforce
Development Centers are now in
existence in Maryville, Trenton, and
St. Joseph. Each Center has a
Management Team to plan and
coordinate their efforts. While each
area is progressing at their own rate
and according to their own priorities, all
three are moving forward to complete
one-stop implementation.

Without an early commitment by all the partners to the goals of a One-Stop System and to the core values of honesty, integrity, empathy, flexibility, and humor, Teams could have diverted SDA 1. However, with leadership and dogged determination to provide quality services to customers, PY'96 was a great year for workforce development in SDA 1.

A REAL LEARNING OPPORTUNITY

SDA 2 subcontractor Northeast Missouri Regional Planning Commission (NEMO) joined in a pilot project with Learning Opportunities Quality Works, Inc. NEMO enrolled and worked with nine exceptional youth with disabilities in a summer program.

During the 10-week program, the youth worked on pre-employment skills one day a week using the Mobile Learning Unit, as well as some career

exploration, basic job seeking skills such as job application completion and labor market information. The rest of the week was spent visiting local businesses to learn about jobs.

Learning Opportunities, Inc. provided job coaches.

The Mobile Learning Unit is a motor coach with 12 computer stations equipped to provide training on a variety of subjects, including computer use. The Unit is owned by the Central Missouri Counties Human Development Corporation and is operated in the 19 counties of northeast Missouri, through a cooperative agreement between the

SDA II Private Industry Council and the Human Development Corporation. The youth came away from this computer-based training with a sense of pride, knowing they had mastered some basic computer skills.

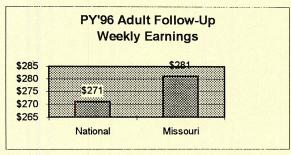
Staff from both Learning Opportunities and NEMO learned a great deal from this project. The participants provided feedback on what worked and didn't work. Staff made immediate revisions to planned activities when possible and is looking forward to continuing this unique cooperative project in future years.

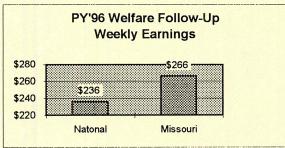


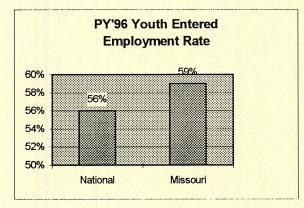


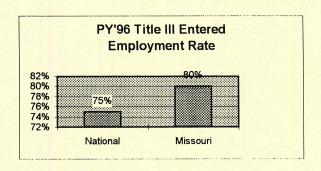
PERFORMANCE MEASUREMENT IN MISSOURI

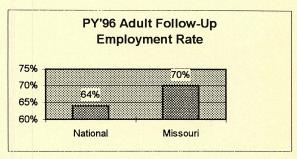
In PY'96 all Title II adult and youth and Title III Governor's adjusted performance standards established for JTPA by the Department of Labor (DOL) were exceeded.

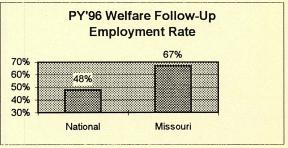




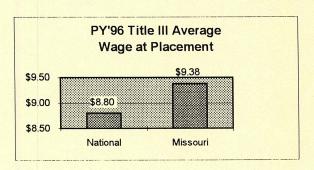












OVERVIEW OF JTPA IN MISSOURI

The JTPA Legislation

The Job Training Partnership Act (JTPA) of 1982 authorizes programs which prepare youth and unskilled adults for productive employment. It provides for training to help people with limited income or facing serious barriers to employment to obtain jobs. The Act also provides for employment and training services for permanently laid-off and older workers.

How JTPA Is Administered

The Act continues the federal government's commitment to provide assistance to targeted populations. It also increases state responsibility for the general administration of the programs, which are locally implemented.

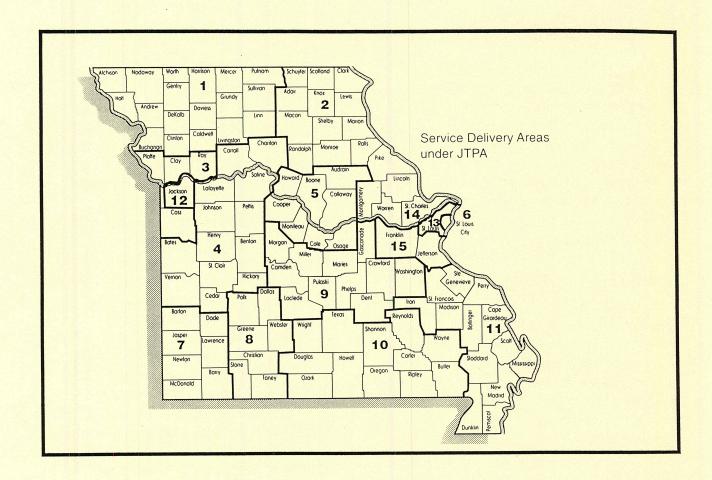
The Missouri Training and Employment Council (MTEC) meets approximately four times each year to discuss job training, program coordination, service delivery, performance outcomes, and other workforce development issues.

The Council provides the Governor with policy advice on strategies to enhance the workforce development system. The Council has significant representation from the private sector, including its chair.

The Division of Job Development and Training administers JTPA and State funds to: 1) provide training for economically disadvantaged youth and adults; 2) establish worker reentry training designed to meet the needs of Missouri employees and employers in a technologically changing economy; 3) help train and find jobs for older workers; 4) provide customized training to meet needs of new and expanding employers; and 5) provide specialized training to potential school dropouts. The Service Delivery Areas (SDAs) are fifteen geographically defined areas in Missouri where JTPA services are available. Representatives of the private and public sectors serve on the Private Industry Councils (PICs). They are responsible for identifying the training needs and designing programs to meet those needs in the Service Delivery Areas.

SERVICE DELIVERY AREAS IN MISSOURI

There are 15 local service delivery areas where JTPA programs are offered.



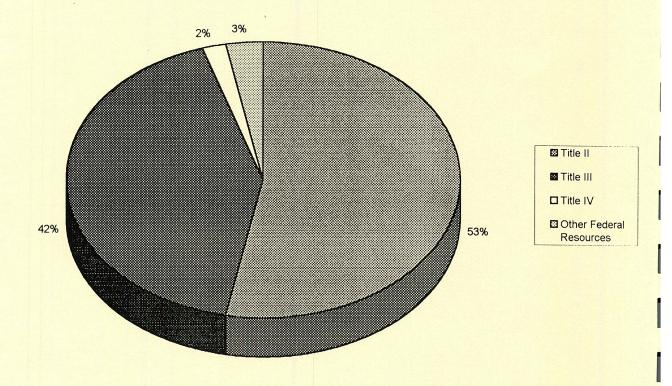
PIC OFFICE LOCATIONS

1	Trenton	6	St. Louis City	11	Cape Girardeau
2	Paris	7	Joplin	13	Clayton
3/12	Kansas City	8	Springfield	14	St. Peters
4	Sedalia	9	Rolla	15	Hillsboro
5	Jefferson City	10	West Plains		

The Administration Entity (AE) is the local organization that administers the JTPA plan in a service delivery area.

Administrative	Administrative	Private Industry	Chief Elected Official
Entity Office	Entity Director	Council Chair	
North Central Missouri College	Betty Trimble (816) 359-3622	Darold Hughes	Dwaine Meservey
SDA II PIC, Inc.	Michael Shepard (816) 327-5125	Ron Winkler	Lewis Palmer
Full Employment Council, Inc.	Clyde McQueen (816) 471-2330	Jeffrey Comment (3) Wayne Brusewitz (12)	Emanuel Cleaver (3) Ron Stewart (12)
Workforce Development Board of Western Missouri, Inc.	Harlan McGinnis (816) 827-3722	Kenneth Graves	Larry Peters
Private Industry Council SDA 5, Inc.	Jim Marcantonio (573) 634-7325	Charles Melkersman	Karen Miller
St. Louis Agency on Training & Employment	Valerie Russell-Davis (314) 589-8000	Robert E. Bell	Clarence Harmon
SDA 7 Private Industry Council	Neal Ball (417) 782-5872	Jerry Sitton	Gary Frieden
Job Council of the Ozarks	Robert E. Simpson (417) 887-4343	Rick Jackson	Harold Morgans
Central Ozarks Private Industry Council	Janet Vaughn (573) 364-7030	James R. Dickerson	Robert Simpson
Ozark Action, Inc.	Patricia Lindeman (417) 256-6147	Garland Barton	Leo Warren
Southeast Missouri Private Industry Council	Ron Swift (573) 334-0990	Cleat Stanfill	Gerald Jones
Work Connections of St. Louis County	Michael Baker (314) 423-7100	Jane Gaitsch	Buzz Westfall
Work Connections Center	Marvin G. Freeman (314) 441-2422	Patricia Schacher	Joe Ortwerth
Office of Job Training Programs	Ronald Ravenscraft (314) 789-3502	John Rhodes	Bill Diez (Franklin County)
			Jon Selsor (Jefferson County)

JTPA AND OTHER FEDERAL FUNDING IN MISSOURI



Title II	\$41,325,341*	
Title III	\$12,081,909**	
Title II-D	\$11,639,144	
Title IV	\$ 519,035	
Other Federal Resources	\$ 3,219,920	

TOTAL Resources \$68 available in PY'96

\$68,785,349

- Of this total, \$38,441,943 was allocated to the SDAs by formula for adult, youth, and summer youth services.
- ** Of this total, \$7,682,840 was allocated to the SDAs by formula for dislocated worker services.

JTPA Funding Flow PY'96

U.S. CONGRESS

authorizes legislation - approves funds

U.S. DEPARTMENT OF LABOR

develops program regulation - allocations funds to states based on formulas of need - monitors program

GOVERNOR AND/OR THE DEPARTMENT OF ECONOMIC DEVELOPMENT/DIVISION OF JOB DEVELOPMENT AND TRAINING

appoints Missouri Training and Employment Council designates Service Delivery Areas - Certifies PICs approves local plans - allocates funds involves employers - monitors programs

PRIVATE INDUSTRY COUNCILS CHIEF ELECTED OFFICIALS SERVICE DELIVERY AREAS

assesses participant needs - determines type of training selects service providers - develops local plans evaluates and monitors programs

SERVICE PROVIDERS

provide participant training - support/counseling - job development

PARTICIPANTS receive assessment - training support - job placement

EMPLOYERS

determine training needs - provide training - employ participants

GOVERNOR CARNAHAN AND MTEC RECOGNIZE JTPA ALUMNI AWARD WINNERS

Each SDA recognized several of their successful PY'96 alumni and their achievements at the Annual Governor's workforce development conference. Fifteen special alumni, one from each SDA in Missouri, were honored. These award winners overcame adversity and are now contributing to Missouri's economy and quality of life.



Pamela Kerns, single parent of two young children, wanted more than occasional part-time work and welfare. Through determination and help from JTPA, she completed a licensed practical nursing training with a 3.7 grade point. She was immediately hired at a medical center. Perseverance helped Pam reach her goals.

In spite of transportation problems, Sherwin Logan was meeting the court-ordered community service and enrollment in rehabilitation, but he had not been able to find a job. With help from a JTPA career counselor, he followed job leads and went to interviews. Earlier this year, he was hired at a local auto body shop and has received three pay increases. Sherwin's work ethic and willingness to meet customer's demands has made him a valued employee.

Patricia Hart was not expected to be alive today. A drug user for ten years, she was in intensive care for over a month. While recovering, her sister encourage her to contact the JTPA Career Center. With their help, she completed training in applied computer application and is currently the manager of a local dry cleaners. She recently moved into her own apartment, purchased a car, and says her self-confidence has no bounds.

Cullis Taylor's employment came to a sudden halt when fire destroyed the company. Even though his wife was working full-time, with a two-year old daughter, the unemployment amount received wasn't enough to make ends meet. Cullis regularly checked with the local job service, but nothing was available. As a teenager, he had worked in a JTPA program so he went

to them for help. He was enrolled in a job search program and within two weeks obtained employment with a sheet metal fabrication company, making \$7.00 an hour. He was awarded the 1996 Employee of the Year and has received two raises since. He is truly thankful for JTPA assistance.

Margaret "Maggie" Worthy moved to Missouri with her two children after her divorce. While receiving AFDC and food stamps to make ends meet, she enrolled in the Computer Programming class, making the Dean's Honor Roll. While in school, she underwent exploratory surgery, but there was no sign of cancer. After graduation, Maggie was hired as a data processor-programmer with a state agency. She is justly proud of her accomplishments and looks forward to a promising future.

Darmaine R. Miller spent the first eight years of her life in a housing project. She was responsible for caring for her disabled mother but still graduated an A student. She enrolled in a JTPA work experience program for four weeks as a clerical assistant. She then started vocational training as an executive administrative assistant. Shortly after completing her JTPA training, she was hired full time as a secretary.

Joanna M. Robbins knew she needed more education to help her support her two pre-school children. With the help of JTPA and FUTURES, she enrolled in basic education skills classes and work experience. Upon successful completion, Joanna received her GED and began skills training in office

administration. She worked at the local Family Services office part-time and attended school full-time. Currently, she is still at the local Family Services office and has recently purchased her first home.

Elizabeth Wilson, single parent of one, enrolled in a practical nursing program after her mail clerk job was eliminated. She contacted JTPA and was enrolled in a licensed practical nursing program. Even with injuries and unexpected transportation problems, she successfully completed the rigorous course. She is currently employed at a local medical facility and plans to become a registered nurse.

The electronic manufacturing company where **Ruth Earney** is employed wonders how its front office got along without her. Ruth's social security barely met her needs but she wasn't sure who would hire a "senior citizen". In less that a week after contacting JTPA Work Connections, Ruth was hired as a part-time office assistance in spite of her limited computer experience. Her work ethic and willingness to take on any task has made her indispensable. She and the job are a perfect fit.

Stella Griffin couldn't figure out how to continue her college courses after being laid off from her job. She had to support herself and teenage daughter but knew she needed a new career. A friend told her about JTPA and its Career Workshop. Stella successfully completed skill training in accounting and, after graduation, was hired by a

local hospital. Her hard work has created a brighter future for herself and daughter.

Lee Ester Cornell knew more education would help to provide more career opportunities in the small community where she and her family lived. Using her JTPA retraining funds, she decided to complete a program in licensed practical nursing and intervenious certification. Academic setbacks, family illness, divorce and a 184 mile commute only seemed to make Lee Ester more determined to reach her goal. She recently passed her nursing state boards and is currently employed at a local residential care facility.

Cheryl Ova was battling depression, a lack of self-confidence, and the stress of single parenting her four children. A friend encouraged her to seek medical help and improve her job skills. Through the help of JTPA and FUTURES, Cheryl obtained her GED and successfully completed the license practical nursing program. She is currently employed as an LPN. She enjoys her vocation and is proud of her achievements.

Terri Cross' desire to set a positive example for her two sons and not raise them on welfare motivated her to improve her reading and math skills and enroll in cooking training. After graduation, she found work as a cook and achieved her goal of moving off welfare. Terri is proud of her achievements but hopes someday to earn a counseling degree and help troubled youth. No one who knows her doubts she will achieve that also.

Cheryl Sisemore and her son recently moved to Missouri and was referred to the Work Connections Center for assistance. She attended a career exploration workshop, diligently conducted her JTPA job search assistance program, accepted several part-time positions all the while searching for a full-time career as a laboratory technician. She was recently hired as a lab technician by an internationally known organization in the area. Her career success is attributed to her efforts and the cooperation of several agencies to assist her.

When Lisa Siebert was laid off, she knew she wanted to make a better life for herself and her daughter but wasn't sure how. She attended a jobs skills workshop and, after an interest/aptitude assessment, enrolled in a JTPA medical secretary skills training course. She graduated on the Dean's list and is currently employed as a medical transcriptionsist at a local hospital. She and her daughter have recently moved into their own apartment and are looking forward to a bright future.

GOVERNOR'S RECOGNITION FOR EXCELLENCE

On October 16, 1997, recognition was made of effective strategies and best practices throughout the workforce development system at the Missouri Training and Employment Council's Annual Conference. The four competitive categories are based on the Malcolm Baldridge National Quality Awards model for continuous improvement. The Special Achievement of Excellence recipients epitomize the outstanding performance in the workforce development system in PY'96.

Customer Focus and Satisfaction

Winner

Southeast Missouri Private Industry Council/Epworth Bootheel Family Learning Center, SDA 11

The Epworth Bootheel Family Learning Center and SDA 11 combined to create a comprehensive incentive-based summer job training program. The three-prong approach of "grow-me, expect-me, and be proud of me" emphasizes basic belief that youth grow in direct relationship to the expectations set for them.

Out of the 130 youth applying, just 24 are selected. The 24 youth become part of the Epworth family and as such are helped to grow. Individualized attention and encouragement are given to help each youth.

Expectations are set and tested through pre and post tests of 135 computer and job skills. The program is designed to build a framework for employability through work experience and academic studies. One hundred percent of the youth met all required criteria. There

was an average 8% increase of posttest scores over pre-test scores.

Incentives for job performance and academic increases were awarded to youth who produced and met expectations. Every successful youth could receive a computer and printer. At the graduation ceremony, among family, friends, teachers and peers, every youth left with a computer and the self-confidence to keep reaching and achieving. The customer was always the prime focus in this program, and the program is to be congratulated.

Innovation

Winner

Contemporary Workplace Concepts, SDA 8

An idea born over the dinner table as state and local JTPA staffers discussed the feasibility of a truly pragmatic process for facilitating the entry of ill-prepared people into the workforce. The question was: "Can Job Council of the Ozarks (SDA 8) develop, implement and sustain a viable training course tailored and targeted to securing full time employment for its most reluctant and hard to serve participants?"

Additionally, the course had to be able to be replicated by other Service Delivery Areas. To that end, Job Council of the Ozarks in partnership with local employers and the Division of Job Development and Training (JDT) began the task of creating a Workplace Readiness Curriculum, now named "Contemporary Workplace Concepts."

The "Contemporary Workplace Concepts" curriculum was designed specifically to address employers' needs for employees who are enthusiastic, dependable, adaptable, able to communicate, willing to learn and capable of applying knowledge. The "new basic skills" are included in a framework focusing on getting the job, performing in the job, and keeping the job.

A major feature of the curriculum is that it provides a means whereby employers can identify qualified candidates, and prospective employees can locate opportunities for themselves. It truly exemplifies the workshops subtitle "Principles and Practices for Earning a Living a Making a Life".

Performance

Winner

Central Ozark PIC, SDA 9

In PY'96, SDA 9 exceeded all six Title II performance standards by an average

of 64%. This excellent performance indicates the strength of local programs and commitment to providing long term, quality services to meet the customers' employment and training needs.

Leadership

Winner Gil Kennon

Mr. Gil Kennon drew on all his experience in education and workforce development when he was called upon to coordinate, develop, and help implement the Region 7 Regional Technical Education Council's plan for post-secondary vocational technical education.

His reputation as a leader and followthrough man helped to bring the wide range of statekholders necessary to build collaboration and facilitate consensus building. His long range vision has paid off in successful development and also monetarily for the region.

The workforce development system, under Gil's leadership, puts Missouri one step closer to a continuous and integrated delivery system of post-secondary technical education.

MISSOURI TRAINING AND EMPLOYMENT COUNCIL Program Year 1996

ACTIVITIES SUMMARY

A number of significant events and actions were initiated by the Missouri Training and Employment Council (MTEC) through its job training and policy advisory roles including:

- Sponsorship of the Governor's annual job training conference, featuring a variety of speakers and workshops.
- As directed by the Governor, developed and recommended four Governor's outcome and annual goals for the workforce development system.
- Presentations at each meeting by service providers and participants to showcase activities and services such as school-to-work, Missouri labor market information, and UI profiling.
- Encouraging interagency collaboration necessary to apply for a school-to-work implementation grant.

- Providing technical assistance through JDT for SDAs in the implementation of the Career/ Multi-Program Centers through Title III Governor's discretionary funds
- Encouraging the continued interagency collaboration necessary to implement the onestop planning and implementation grant from DOL.
- Encouraging the implementation of a continuous improvement program, a customer-centered culture and efficiency through the use of facilitation tools by all work groups in developing strategies to implement the workforce development plan.

MTEC MEMBERSHIP

Robert E. Bell and Associates St. Louis

Milton J. Bischof, Jr. Architect, BSI Constructors St. Louis

Ron Breshears Harmon Industries, Inc. Blue Springs

Fran Brothers ABCD Work Connections Career Center St. Joseph

Dennis G. Coleman St. Louis County Economic Council Clayton

James Dickerson Newspaper Owner Camdenton

Joseph L. Driskill
Department of Economic Development
Jefferson City

George Eberle, Jr. Grace Hill St. Louis

Lanny Ellis Wire Rope Corp of America St. Joseph

Robert L. Fowler Former State Representative Lake Ozark

Edna Freeman Governor's Council on Disability St. Charles

Fred Grayson
Briggs & Stratton Corporation
Poplar Bluff

Doris Jones Urban League of Metropolitan St. Louis St. Louis

Jack McBride
Retired, Division of Job Development
and Training
Fulton

Karla McLucas Dept. of Labor & Industrial Relations Jefferson City

Russ McCampbell
Dept. of Elementary and
Secondary Education

Jefferson City

Daniel J. McVey Missouri State Labor Council Jefferson City

Nick Nichols Missouri Hospital Association Jefferson City

Joy L. Osbourn Self-Employed Accountant Nevada

Patti Penny Penmac Personnel Services Springfield Steve Poort Three Rivers Community College Poplar Bluff

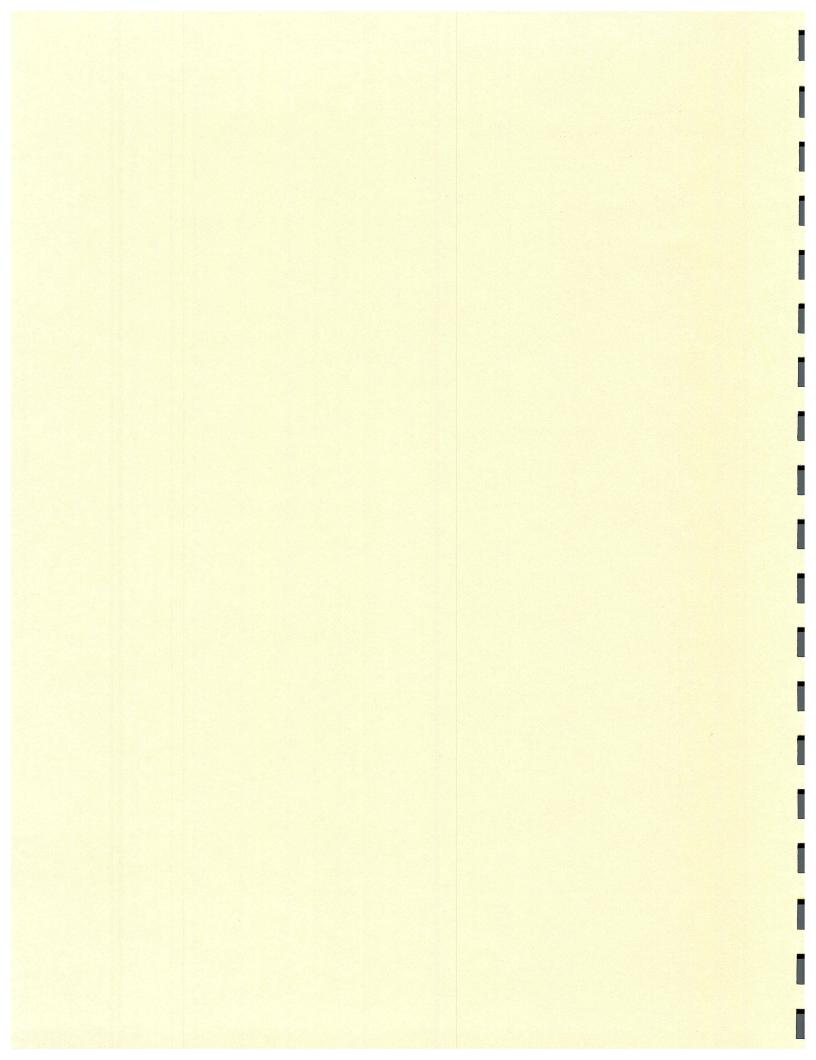
Carmen K. Schulze Division of Family Services Jefferson City

Robert A. Steinke Retired, St. Louis Newspaper Guild St. Louis

Kala Stroup
Department of Higher Education
Jefferson City

Karen S. Taylor Ameritech Columbia

William L. Treece Retired, UFCW Union Manufacturing and Food Processing Sweet Springs



Abbreviations

AE Administrative Entity

CBHE Coordinating Board for Higher Education

DED Department of Economic Development

DES or ES Division of Employment Security

DESE Department of Elementary and Secondary Education

DOL Department of Labor

EDWAA Economic Dislocation and Worker Adjustment Assistance

EWP Experienced Worker Program

GED General Educational Development

JDT Division of Job Development and Training

JTPA Job Training Partnership Act

<u>Title I</u> provides authority and procedures for establishing advisory, policy making, and administrative entities required to carry out the provisions of the legislation.

<u>Title II</u> provides for the distribution of funds, authorized training activities for eligible youth and adults, and outlines uses of some state-administered funds.

<u>Title III</u> provides guidelines for the state-administered Worker Reentry Program.

<u>Title IV</u> provides guidelines for JTPA programs administered on the federal level.

<u>Title V</u> established employment- and training-related revisions to the Social Security Act and the Wagner-Peyser Act.

MCTP Missouri Customized Training Program

METP Mandatory Employment and Training Program

MJDF Missouri Job Development Fund

MTEC Missouri Training and Employment Council

MYSCC Missouri Youth Service and Conservation Corps

NAFTA North American Free Trade Agreement

NJTP New Jobs Training Program

OJT On-the-Job Training

PIC Private Industry Council

PY Program Year

SDA Service Delivery Area

TAA Trade Adjustment Act

UI Unemployment Insurance

WRP Worker Reentry Program

Acknowledgments

A special thank you to all who contributed their time and insights into the development of this report. Thanks to the Service Delivery Area Directors and their staff for concisely highlighting the achievements of their programs and participants.



Missouri Department of Economic Development.

Produced by
Missouri Division of Job Development and Training
P.O. Box 1087
Jefferson City, MO 65102-1087